

**Department of Environmental Quality
Goals and Objectives, Fall 2008
2011 Biennium**

CENTRAL MANAGEMENT PROGRAM

Director's Office

- Increase the efficiency of internal and external Department processes to enhance quality, timeliness and/or volume of work produced.
 - Implement improvements to major business processes and several additional minor processes and procedures.
 - Measure impact of these improvements in terms of quality, timeliness and/or volume.
 - Develop and implement new web-based applications to facilitate public interaction and customer service.
 - Develop in-house expertise among Department managers to identify and effect improvements to business processes.
- Improve relations with Department customers, including the general public and the regulated community.
 - Improve the tone of DEQ correspondence to ensure documents are clear and direct but not unnecessarily insulting or demanding.
 - Publicly recognize good customer service among DEQ employees.
 - Conduct pre- and post- interviews with members of the regulated community to determine how DEQ can improve its efficient delivery of products such as permits, and to determine effectiveness of our efforts to improve.
- Enhance recruitment and retention of Department staff.
 - Maintain a pay system competitive with relevant markets, including other state agencies.
 - Maintain and expand performance and competency components within the pay system.
 - Continue to develop and implement career ladder progressions in high priority areas with specific recruitment and retention challenges.
 - Continue to develop and implement education, training and other workforce development policies in high priority areas with specific recruitment and retention challenges.
 - Continue to develop and implement non-monetary work environment enhancements such as flexible work schedules, telework opportunities and employee recognition.

Office of Financial Services

- Provide efficient and cost effective accounting, payroll, budget, internal audit and contract services for the Department of Environmental Quality.
- Maintain adequate controls to ensure fiscal activities are processed, recorded and reported according to state and federal statutes and guidance, and in compliance with Generally Accepted Accounting Principles (GAAP).
- Maintain a work environment that promotes and rewards staff development, innovative thinking, teamwork, business efficiency and superior customer service.

Office of Information Technology

- Establish clear, achievable objectives that positively contribute to the organization's strategic business plan.
- Facilitate an open, honest and constructive environment for communicating ideas, opinions and alternatives that support our customer's business goals.
- Assume appropriate risks and make informed decisions, accepting responsibility for decisions, actions and results.
- Cooperate with others as part of a team by employing collaborative work efforts and producing mutually acceptable outcomes.

- Develop quality, cost-effective solutions that are appropriate to the customer's business need.
- Promote the Governor's 20 x 10 initiative throughout the department by employing electronic work solutions to improved efficiency and productivity while reducing paper documents and associated manual processing.

PLANNING, PREVENTION, AND ASSISTANCE DIVISION GOALS

Water Quality Planning Bureau

- Develop Total Maximum Daily Loads (TMDLs) over the next two years, following the 2012 scheduled pace, and submit them to EPA for federal approval.
- Provide financial assistance to local governments to participate in the development of approved TMDLs.
- Assist local stakeholders with the implementation of approved TMDLs.
- Assist local governments in establishing and supporting local water quality districts to protect, maintain, and improve water quality through technical assistance and annual monitoring.
- Assist and support statewide citizen volunteer water quality monitoring of lakes and streams, through training and participation as per the State Non-Point Source Plan.
- Assist with development of TMDLs by conducting statewide assessments of streams and lakes, revising the Clean Water Act 303(d) Montana Impaired Waters List, conducting intensive surveys of pollution causes and sources, developing pollution allocations, identifying pollution control alternatives, and evaluating effectiveness of control measures.
- Perform a biennial statewide water quality assessment and contribute to the development of the Montana 303(d) and 305(b) reports.
- Review and update Montana's water quality standards to ensure full support of beneficial uses such as drinking and stock water, agriculture, fisheries, wildlife, and industrial uses.
- Support the development of biological water quality criteria and water quality standards revisions through sampling design, data collection and assessment.
- Develop, maintain, and administer data management systems for the storage and processing of water quality metric data associated with federal and state-funded activities in an effort to support water quality assessments and investigations;

Technical & Financial Assistance Bureau

- Manage the Drinking Water State Revolving Fund program to provide low interest loan financing for drinking water treatment system construction and improvements.
- Provide technical assistance and training efforts to public water systems, including communities whose systems have chronic violations that threaten public health, communities requesting help to correct operation and maintenance problems or to develop needed water system improvement projects, and communities whose systems will benefit from regularly scheduled visits designed to enhance the systems fiscal, managerial and technical capability.
- Manage water system construction and improvement projects funded through the State and Tribal Agreement Grant Program.
- Provide engineering review of drinking water system improvements necessary to ensure safe, reliable, high quality water supplies.
- Ensure that all new community and non-transient non-community public water supply systems and all systems receiving Drinking Water SRF loans have the necessary technical, financial and managerial capability to comply with the primary requirements of the Safe Drinking Water Act.
- Delineate sources, direction, and flow of ground and surface waters that supply public drinking water wells and intakes; assess potential threats to these source waters; compile data; and provide results to the public.
- Develop and implement the Montana Wetland Program through education, technical assistance and grants for local governments.

- Educate Montanans on benefits of conserving wetlands for water quality, water quantity, habitat, and flood control purposes; and develop a statewide strategy to understand, protect, sustain, and enhance Montana wetlands through a collaborative process with agencies and citizens. Facilitate Wetland Council meetings, one wetland monitoring and assessment meeting, and four technical/coordination meetings each year.
- Manage the Water Pollution Control Revolving Fund Program, which offers low-interest loans for wastewater system construction and improvements and for related water pollution control projects.
- Manage wastewater system construction and improvement projects funded through the State and Tribal Agreement Grant Program.
- Provide training and technical assistance to water and wastewater treatment operators. Jointly manage the Montana Environmental Training Center (METC) in conjunction with MSU-Northern, and jointly sponsor the spring and fall operator water schools with METC and MSU-Bozeman.

Energy & Pollution Prevention Bureau

- Staff and support the Governor's 20 x 10 initiative to reduce energy use by state agencies in state facilities 20 percent by the end of 2010. Provide data on energy use, offer energy analyses of buildings, and provide financial assistance to make capital improvements that reduce energy use.
- Provide technical assistance to small businesses on pollution prevention and environmental management through site visits, workshops and a toll-free hotline.
- Achieve statewide recycling and composting rate of 19 percent on average by 2011 through technical assistance and education and by promoting the reduction, reuse, recycling, and composting of solid waste materials by citizens, businesses and government.
- Provide analysis, technical support and recommendations on energy and pollution prevention issues to local, state and federal decision makers.
- Assist consumers and small businesses to reduce energy use and costs through technical assistance and education.
- Increase the use of renewable energy in Montana both for cost effective applications, and to condition the market for future renewable energy development. Increase the number and amount of loans made through the renewable energy loan program to \$1,000,000 annually. Provide training and technical assistance to further develop biofuels, wind, geothermal and other renewable industries and train technicians and engineers for renewable energy jobs in Montana.

ENFORCEMENT DIVISION

- Utilize enforcement to ensure that violators return to compliance with the environmental laws and regulations administered by DEQ and to provide a deterrent for other potential violators.
- Respond to citizen complaints, investigate to determine if a violation has occurred and respond accordingly.
- Issue administrative orders for significant violations in a timely and appropriate manner and monitor compliance with orders.

REMEDIATION DIVISION

- Prioritize sites for cleanup actions by evaluating risks to public health and safety and the environment through initial sampling, field studies, or research.
- Oversee investigations and cleanups conducted by responsible parties either voluntarily or under order to restore contaminated sites to a level that prevents exposure to hazardous substances that have been released to soil, sediment, surface water or groundwater.
- Oversee or implement remedial actions at sites on the federal National Priorities List (NPL) that have been delegated to Montana for state-lead status under cooperative agreements with EPA.

- Provide technical and management assistance to EPA for remedial investigations and cleanup actions at NPL sites maintained in federal-lead status.
- Investigate sites and implement cleanup actions where there is an imminent threat to public health, public safety, or the environment and where a responsible party cannot be identified or is insolvent, or where a responsible party fails to address the risk.
- Recover costs for investigation and cleanup at sites with viable responsible parties by maintaining detailed records of work completed and costs incurred for that work, and billing the responsible parties for those costs.
- Maintain data management and geographic information systems to facilitate design and cleanup actions at State Superfund and abandoned mine sites; and to track active and closed USTs to facilitate enforcement of compliance with state and federal regulations.
- Facilitate and encourage timely and consistent decisions for site cleanups by developing rules, cleanup standards, and guidance for project officers and responsible parties.
- Communicate and coordinate with other agencies, local governments, and citizens by responding to inquiries and requests for information and providing brochures to the public that explain regulatory changes or guidelines for preventing or abating hazardous or deleterious substance releases to the environment.
- Provide education and outreach to regulated entities through on-site visits, telephone assistance, public meetings, brochures, fact sheets, and public-service announcements.
- Provide for public participation in the evaluation and selection of cleanup alternatives for sites with hazardous or deleterious substance releases by holding public meetings and soliciting comments on remedial plans and reports.
- Efficiently and cost-effectively administer remediation and abandoned mine reclamation programs consistent with applicable state and federal laws, rules, and regulations.
- Participate in liability allocations for sites undergoing an orphan share allocation and oversee appropriate reimbursement of private parties conducting cleanup.
- Enhance the voluntary cleanup program to increase the number of voluntary cleanups and streamline the voluntary cleanup process.
- Encourage "Green Remediation," the practice of considering environmental impacts of remediation activities at every stage of the remedial process in order to maximize the net environmental benefit of a cleanup and the use of renewable energy systems.

PERMITTING AND COMPLIANCE DIVISION

- Conduct effective permit programs designed to issue complete, accurate, environmentally sound and legally defensible permits within statutory time frames;
- Ensure that facilities are properly sited, designed, maintained, and operated in compliance with all permit conditions and state laws and rules;
- Ensure appropriate public involvement through compliance with MEPA and other public notice and public participation statutes.
- Provide pre-application consultation to prospective facility sponsors, and, within established statutory time frames, evaluate and process applications;
- Ensure multidisciplinary/interdisciplinary evaluations of resource plan and monitoring information are appropriately and effectively coordinated with professionals within the department, and other state, federal and local agencies;
- Conduct environmental analysis of all applications, as required by the Montana Environmental Policy Act (MEPA), and as appropriate to federal lands, under the National Environmental Policy Act;
- Provide technical and compliance assistance to facilities in order to maintain and enhance compliance;
- Ensure that facility owners, operators and the public have access to accurate and timely information on all division issues;

- Provide training and technical assistance and disseminate information to all local government agencies concerning current program status and any anticipated program changes and to assist local governments with state and federal compliance;
- Develop, adopt, and implement reasonable and practical administrative rules and procedures as necessary to achieve required regulatory authority;
- Negotiate agreements with federal agencies that are consistent with state priorities;
- Obtain and maintain authorization for all program components which have counterparts in a federal program; and
- Maintain and enhance resources as necessary to execute authorized functions, identified above.

Air Resources Management Bureau

Air Permitting and Compliance Section

- Issue timely and complete permits for sources to provide appropriate protection of public health through compliance with applicable requirements of the Clean Air Act.
- Work with agencies and companies that open burn forestry slash to protect the ambient air standards.
- Assist permit applicants and the public so that they can understand the regulations and maintain regulatory compliance.
- Conduct activities to assess source compliance with applicable air quality requirements. These activities include compliance, inspections, evaluation of compliance reports, compliance response and investigation and compliance assistance.

Air Monitoring, Analysis, and Planning Section

- Develop and Maintain air quality State Implementation Plans to reduce air pollution for protection of ambient air quality standards, air quality increments and visibility.
- Assess and provide reliable information on ambient air quality conditions in Montana communities by operating a network of air quality monitoring stations.
- Conduct air quality program development and rule making activities necessary to meet statutory requirements and acquire and maintain delegation of federal environmental programs.
- Provide technical and financial assistance, including grants to local air quality agencies, to develop and implement air quality plans that enhance air quality.
- Provide meteorological services, including smoke forecasting, determining burning restrictions, and forecasting emergency ambient air situations.
- Make air quality data available to the public in as near real time as possible for public health reasons.
- Utilize data management functions to provide information both internally and externally for program planning and appraisal.
- Ensure compliance with state and federal fiscal management requirements through fiscal tracking and planning.

Environmental Management Bureau

Facility Siting Section

- Effectively manage the placement of large linear facilities and the construction and modification of generation and conversion facilities in order to ensure appropriate protections of environmental and human resources.
- Conduct compliance evaluations to assess compliance with applicable requirements and to offer compliance assistance to the regulated community.

Hard Rock Mining and Reclamation Section

- Issue timely and complete permit modification decisions for mining and reclamation of hard rock minerals which ensure that mineral development which occurs does so with adequate protection of environmental resources.

- Conduct compliance evaluations to assess compliance with applicable mining and reclamation requirements and to offer compliance assistance to the regulated community.

Industrial And Energy Minerals Bureau

Coal and Uranium Section

- Issue timely and complete permit and permit modification decisions for mining and reclamation of coal and uranium minerals which ensure that mineral development which occurs does so with adequate protection of environmental resources.
- Conduct compliance evaluations to assess compliance with applicable coal and uranium regulatory requirements and to offer compliance assistance to the regulated community.
- Opencut Section
- Issue timely and complete permit and permit modification decisions for mining and reclamation of opencut minerals which ensure that mineral development which occurs does so with adequate protection of environmental resources.
- Conduct compliance evaluations to assess compliance with opencut requirements and to offer compliance assistance to the regulated community.

Public Water & Subdivision Bureau

Public Water Supply Section

- Ensure the safety of public drinking water supplies.
- Certify water and wastewater treatment plant operators.
- Conduct compliance evaluations to assess compliance with applicable public water supply requirements and to offer compliance assistance to the regulated community.

Subdivision Review Section

- Effectively manage the review of subdivisions in order to ensure appropriate protections of environmental resources and consumers.
- Conduct compliance evaluations to assess compliance with applicable sanitation and water quality requirements and to offer compliance assistance to the regulated community.

Water & Wastewater Operator Certification Program

- To protect the public health and the environment by having certified operators in direct responsible charge of the operation of water treatment plants, water distribution systems, or wastewater treatment plants.
- To provide testing, recording, program information services and to ensure that comprehensive, ongoing training is given to Montana's water and wastewater operator community.

Waste & Underground Tank Management Bureau

Asbestos Section

- Conduct activities to assess source compliance with applicable asbestos abatement requirements. Asbestos program activities include abatement project permitting, worker accreditations, and training course provider accreditation.

Hazardous Waste Section

- Issue timely and complete permits for facilities to provide appropriate protection of public health through compliance with applicable requirements of the Act.
- Conduct compliance evaluations to assess compliance with applicable hazardous waste requirements and to offer compliance assistance to the regulated community.
- Promote reductions in the generation of hazardous waste.
- Obtain delegation for all program components which have counterparts in the federal program under RCRA.

- Initiate enforcement actions against significant violators which are commensurate with the degree of non-compliance.

Junk Vehicle Section

- Ensure junk vehicles are removed and recycled through appropriate facilities.
- Conduct compliance evaluations and inspections to assess compliance with applicable requirements and to offer compliance assistance to the regulated community, including both private industry and local government.

Solid Waste Section

- Effectively manage the disposition of solid waste and septage in order to ensure appropriate protections of environmental and human resources.
- Conduct compliance evaluations and inspections to assess compliance with applicable solid waste and septic tank pumping requirements and to offer compliance assistance to the regulated community.
- Promote waste reduction.

Underground Storage Tank Section

- Maintain [data management and geographic information systems](#) to track active and closed USTs to facilitate enforcement of compliance with state and federal regulations
- Communicate and coordinate with other agencies, local governments, and citizens by responding to inquiries and requests for information and providing brochures to the public that explain regulatory changes or guidelines for preventing or abating hazardous or deleterious substance releases to the environment.
- Provide education and outreach to regulated entities through on-site visits, telephone assistance, [public meetings](#), brochures, fact sheets, and public-service announcements.
- Provide for public participation in the evaluation and selection of cleanup alternatives for sites with hazardous or deleterious substance releases by holding public meetings and soliciting comments on remedial plans and reports.
- Prevent releases from USTs by permitting and overseeing installations, modifications, repairs, or closures, by licensing UST installers and removers, and by maintaining an effective compliance inspection and enforcement program.
- Provide grants and training to local governments for inspections of UST installations, modifications, repairs, and removals.

Water Protection Bureau

- Effectively manage, through permitting, the discharge of materials into state waters in order to ensure appropriate protection of public health and the environment.
- Conduct compliance evaluations to assess compliance with applicable water quality requirements and to offer compliance assistance to the regulated community.

PETROLEUM TANK RELEASE COMPENSATION BOARD

- Ensure that funding is available to obligate to the highest priority eligible environmental cleanup.
- Reimburse for high priority environmental cleanup within usual and customary business timeframes.